



**PRESIDENT'S  
REORGANIZATION  
PROJECT**

FEDERAL PERSONNEL MANAGEMENT PROJECT  
U.S. CIVIL SERVICE COMMISSION  
1900 E STREET, N.W.  
WASHINGTON, D.C. 20415

Executive Registry  
77-1938/1  
WASHINGTON, D.C. 20503

September 20, 1977

TO: HEADS OF DEPARTMENTS AND AGENCIES

This is to transmit our fourth paper presenting options in Federal personnel management. Option Paper 4 deals with labor-management relations in the Federal Government. It covers such issues as organizing the Federal Government for carrying out its labor-management relations responsibilities, both centrally and at the bargaining table; establishing the scope of negotiations; and determining how negotiation impasses should be resolved. (The subjects of job evaluation, pay, and benefit systems, originally scheduled to be included in this paper, will be covered in a later paper.)

As with the previous Option Papers, Option Paper 4 is being widely distributed to Federal agencies and to the Federal Executive Boards. Copies of the Option Paper are being sent directly to all personnel directors through the Interagency Advisory Group. In departments that are a part of the Working Group of the Project, we are sending a copy directly to the member of the Working Group who represents the department. The Working Group will meet on October 4 to discuss this paper, and the members will be expected to express views that approach a consensus of the department or agency at the meeting.

Others who will be receiving Option Paper 4 for review and comment are unions, veterans groups, equal employment opportunity and civil rights groups, citizen groups, public interest groups, professional associations, academic and research institutions, business groups, and interested individuals.

We are particularly interested in receiving your comments on the paper. Please send your comments by Tuesday, October 11, 1977 to Dwight Ink; Executive Director, Personnel Management Project, in care of the U.S. Civil Service Commission, 1900 E Street, NW, Washington, D.C. 20415.

This paper does not contain recommendations on any of the subjects which it covers. Its purpose is to describe the issues that the Task Forces have discovered in their studies of these aspects of personnel management, to outline broad policy options that are available, and to discuss some of the factors that would have to be considered in choosing among the options.

Clearly, as with the earlier Option Papers, this paper presents more issues and options than will require the President and Congress to decide, but we hope you will comment on as many issues as you wish.

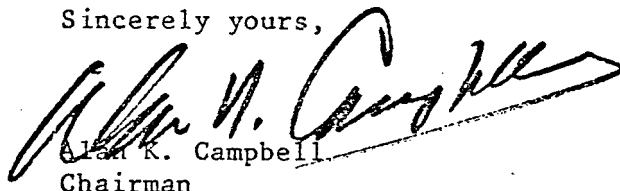
You may find the following types of questions useful in focusing your review of Option Paper 4:

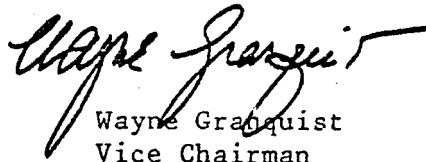
- Does the paper describe the real problems and issues in the subject areas covered, or does it neglect some issues that are of great importance?
- Are the problems and issues described accurately, or not?
- With respect to specific issues, does the paper present the options that should be presented, or are some essential options excluded?
- What options would you prefer to see adopted, and why?

Please do not feel limited to the issues and options presented in the paper. If you or your colleagues can describe approaches other than those outlined, we will welcome them.

We appreciate your help and cooperation with this Project.

Sincerely yours,

  
Alan K. Campbell  
Chairman

  
Wayne Graquist  
Vice Chairman

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